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pack and route shipments, file claims, and trace shipments, but must also be of assistance to the selling department, to the credit department, to the advertising department, to the purchasing department—in fact to all other departments of a well-organized concern—his real place has not been comprehended.” From this view it would be difficult to dissent.

Having established his point of view, the author devotes the remainder of his discussion to the problems of organizing the department, layout of the office, use of office appliances in connection with traffic work, duties of various subordinates, and office routine. Chapters are also given to the use of graphs, charts, and maps, local transportation by truck, and foreign shipping requirements.

Although the writer assumes a broad point of view regarding the work of the traffic expert, it must be confessed that he has not developed it thoroughly in the course of his discussion. In the main it deals with the routine of traffic management. Accepting the view that the traffic manager must be of assistance to selling and other departments, it would seem desirable that more attention should be given to the problems of those departments in the solution of which the traffic manager can be of assistance. One reads the book with the feeling that this problem has merely been stated, and not solved.

Nevertheless, it is believed that the volume will be of interest to those who desire a general survey of the traffic field, who desire to know what is standard practice in traffic management, and who desire suggestions for organization of office routine.

L. C. SORRELL

UNIVERSITY OF CHICAGO

The Journeymen Tailors' Union of America, A Study in Trade Union Policy. By CHARLES JACOB STOWELL, PH.D. Urbana, Ill. (University of Illinois Studies in the Social Sciences.) 1918. Pp. x+125+x.

This is a doctor's dissertation submitted to the economics faculty of the University of Illinois. The first chapter recites that the union was organized in 1883, that it reached its maximum membership in 1904 when it had 16,000 members, that it declined in membership to 13,000 in 1909, and that it has since stood still. The second chapter discusses trade-union demands and practices. Most of those mentioned are not peculiar to the tailors alone, and could as well have been omitted or at best summarized. One point is worth while, however, and that is the

demand for free shops. This is more than simply a controversy with employers; it is an internal problem as well. Many of the tailors are still working in their own homes, where with the aid of a helper or two they "sweat" themselves for a living. For many years the national union tried to abolish this kind of work, but without avail. Not only the employers stood in opposition, but the workers themselves opposed the change. They apparently prefer to work in their own homes, where they can work all hours of the day, get the help of their wives and children or outside helpers, and take work from several merchants. In this way they really become sweat-shop bosses. As sweat-shop bosses their attitude toward helpers is very much like that of the employers. This is illustrated by material presented in chapter iii. For many years the national organization imposed a limit on the number of helpers a journeyman might employ, but the rank and file consistently disregarded the limitation. Finally the limitation was removed.

The most interesting and probably the most controversial part of the study is chapter iv, on "Problems of Jurisdiction and the Movement towards Industrial Unionism." Men's clothing is made principally in three ways: custom order, special order, and ready made. The difference lies in the extent of the division of labor. Six to eight men will make a custom-order coat; fifty or more will make a ready-made one. Between these two extremes lies the special-order-made coat, but approximating the ready-made rather than the custom-order-made. The custom tailors union never claimed jurisdiction over the ready-made workers; indeed in 1891 they voted to exclude them. It was at this time that the ready-made workers organized the United Garment Workers of America. The case of the special-order workers is not so clear. Although the special-order suit is made on a factory basis, yet it is made to order. For twelve years, every two years beginning in 1897, the tailors voted on the question of admitting these workers. In the first referendum they voted to do so; in the next four they voted not to. But by 1909 the special-order trade had grown to such size that they became alarmed at its spread and voted to claim jurisdiction over its workers. But now it was too late; the United Garment Workers had already claimed them.

Mr. Stowell concludes that if the tailors had admitted the men in question into their own ranks the special-order trade "would not have been as cheap as at present," and to the extent that their trade declined they "would have been enabled, on account of the improved conditions in the cheaper trade, to obtain work there at living wages" (p. 128).

It is questionable whether the custom tailor, working in his own home or the back shop of the merchant, could have exercised any influence on the special-order suit, which is made in a factory very much as the ready-made suit is. The meat cutters, working in the butcher shops scattered all over the country, have never been in a position to improve the lot of the packing-house employees, in spite of the fact that both are members of the same union. Moreover, Mr. Stowell has still been misled by the popular eulogy on the small shop, skilled mechanic, etc., and has not taken account of the transition that has been going on in the clothing industry during the last five or ten years. The leadership as to wages, hours, and conditions of labor has within recent years passed to the "cheap" clothing makers.

Mr. Stowell closes his study with a wholly gratuitous discussion of the marginal utility of suits made in the different ways indicated above.

EDWARD B. MITTELMAN

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Social Purpose. By H. J. W. HETHERINGTON, M.A., and J. H. MUIRHEAD, LL.D. London: George Allen & Unwin, Ltd. New York: The Macmillan Company, 1918. Pp. 314. \$3.50.

Outlines of Social Philosophy. By J. S. MACKENZIE. Published as above. Pp. 280. \$2.00.

It is gratifying that the increased interest in social questions stimulated by the war has shown itself in some re-examinations of fundamentals, as well as in a flood of discussions of special problems. The two books before us are general expositions of social philosophy according to the conceptions of the idealistic or "neo-Hegelian" school of thought. Professor Mackenzie's work, intended as an introductory textbook, is less thoroughgoing and logically rigorous in its treatment of the subject than the volume by Professors Hetherington and Muirhead, but is more "human" and readable in style. Both expound the same doctrine and follow the same general plan. Each begins with a group of chapters devoted to the philosophical foundations of society and proceeds in succeeding chapters to apply the principles deduced to the problems of social institutions, the state, world-relations, and "religion."

The "fundamental principles" of the familiar neo-Hegelian social theory represent a development of Aristotle's dictum that man is by nature a social animal. The individual is an abstraction; man cannot exist apart from society. Social authority and obligation rest on the